

ACVETEO - ADVISORY COMMITTEE ON VETERANS' EMPLOYMENT,  
TRAINING AND EMPLOYER OUTREACH

U.S. DEPARTMENT OF LABOR

JULY 31, 2014

SUMMARY MINUTES

THE ADVISORY COMMITTEE ON  
VETERANS' EMPLOYMENT, TRAINING, AND  
EMPLOYER OUTREACH (ACVETEO)

Washington, D.C.

ATTENDEES

MR. TIMOTHY GREEN	Director, Office of Strategic Outreach, VETS, U.S. Department of Labor, ACVETEO DFO
MR. ERIC EVERSOLE	ACVETEO Vice Chairman, V.P., Executive Director, Hiring Our Heroes, U.S. Chamber of Commerce
MR. KEITH KELLY	Chairman, VETS, Assistant Secretary of Labor for Veterans' Employment and Training, DOL
MR. RYAN GALLUCCI	ACVETEO, VFW
MR. TONY CAMILLI	Alternate DFO, VETS, U.S. Department of Labor
MR. CURT COY	Deputy Under Secretary, Veterans Administration, ACVETEO
MR. DARRELL ROBERTS	Executive Director, Helmets to Hard Hats, ACVETEO
MR. DAVID QUAM	Deputy Director, Policy Office of Federal Relations, National Governors Association, ACVETEO
MR. GORDON J. BURKE, JR.	DOL, ACVETEO
MS. LINDA BILMES	DOL, ACVETEO
MS. MARY BLASINSKY	DOL, ACVETEO
MR. BOB SIMONEAU	DOL, ACVETEO
MR. HAKEEM BASHUREED-DEEN	DOL, ACVETEO
MS. DAWN HALFAKER	DOL, ACVETEO
MR. PAUL BUCHA	DOL, ACVETEO
MR. MIKE HAYNIE	DOL, ACVETEO
MR. HANK JACKSON	Society for Human Resources Management
MR. DANE LINN	DOL, ACVETEO
MR. RICHARD JONES	DOL, ACVETEO
MR. ERIC BROWN	DOL, ACVETEO

CALL TO ORDER

**Mr. Tony Camilli** opened with welcome and some administrative reminders.

ADMINISTRATIVE BUSINESS

Alternate Federal Designated Official, **Tony Camilli**, remarked that due to the absence of **Mr. Tim Green**, the Designated Federal Official, **Mr. Camilli** would be managing the meeting.

After introducing the Court Reporter and remind everyone to speak clearly into a microphone, **Mr. Camilli** went on to mention that the minutes from the last meeting needed to be reviewed and approved for publication on the Department of Labor website.

**Mr. Camilli** apologized to the group for not providing coffee and snacks for the meeting, pointing to that **Mr. Tim Green** normally takes care of that, and then reminding everyone of the location of the cafeteria. He noted the location of the restrooms and the importance of submitting travel expenses to **Mr. Greg Green**, and then turned the meeting over to **Mr. Keith Kelly**.

WELCOME AND INTRODUCTIONS

**Mr. Kelly** welcomed the committee members and noted ACVETEO Chairman **Mr. Mike Haynie** recently became Vice Chancellor of Syracuse University and noted the veteran-focused work being done at the University.

**Mr. Kelly** then went on to observe that the VETS program is almost fully staffed at the regional and state level.

Next, **Mr. Kelly** made some introductions, starting with **Mr. Brian Hawthorne**, noting **Mr. Hawthorne's** past VSO work, and then recognizing **Mr. Jeffrey Rush**, a West Point cadet interning with the VETS office.

**Mr. Ralph Charlip** was introduced as the new DOL Deputy Assistant Secretary for Operations and Management. **Mr. Kelly** noted that **Mr. Charlip** is an Air Force veteran and is joining the Department of Labor after working at the Department of Interior. **Mr. Kelly** then recognized **Mr. Charlip** for some remarks.

**Mr. Charlip** noted that after 22 years in the Air Force, working as a Medical Service Corps officer, he went to work for the

V.A. in an organization providing health insurance for veterans working as Federal employees overseas, then moved to the VISN headquarters before taking a job with the Department of Agriculture in the Food and Nutrition Service. Following that, he moved to the U.S. Geological Survey, then went on to take a job with the Department of Interior. Wanting to return to working in the veterans arena, **Mr. Charlip** fought hard for the position at the Department of Labor and is excited about the opportunity to help veterans find employment. He noted that, after only four days on the job, he did not yet have business cards to hand out, but he looks forward to working with the committee and urged them to contact him for any assistance he may be able to provide.

**Mr. Kelly** then recognized **Mr. Brian Ketz**, noting that **Mr. Ketz** will soon be leaving for Germany and inviting the group to a farewell event to be held at the end of the day.

Next **Mr. Kelly** introduced **Mr. Randall "Smitty" Smith** and **Mr. Al Martin**, who made some remarks. **Mr. Martin** is a retired Marine and an accredited V.A. claims agent, currently working with the Wounded Warrior Project and the Marine For Life program.

At the conclusion of **Mr. Kelly's** remarks, **Mr. Camilli** noted the read-ahead material that was sent to the committee via email and pointed out that copies of the materials were available for anyone who needed it. **Mr. Rush** assisted in distributing the materials to the group and also provided them with copies of **Mr. Dennis Johnson's** slides to be used in his upcoming presentation.

**Mr. Kelly** noted the committee had expressed an interest in receiving more information about the training that Disabled Veteran Outreach Program Specialists (DVOPS) and Local Veteran Employment Representatives (LVERs) receive, and introduced **Mr. Dennis Johnson** to make his presentation.

PRESENTATION ON DVOP/LVER TRAINING AND OVERVIEW OF NATIONAL VETERANS'  
TRAINING INSTITUTE (NVTI)

**Mr. Johnson** began by saying he would provide a very broad high-level overview of NVTI, and noted his tendency to use acronyms, encouraging the group to stop him if he used an acronym they didn't

understand or if they had any other questions. He explained that he is a contracting officer's representative (COR) at NVTI, with the responsibility to make sure what the Institute receives from private contractors matches what they contracted for. He said they work with several subject matter experts to make sure they're designing and delivering training in the way it has been contracted for.

**Mr. Johnson** provided a short history of the organization, which was started in 1986. NVTI has its own Federal appropriation separate from the VETS and JVSG staffing appropriations, allowing them to contract for the operation of a training institute in five-year increments, one base year and four option years. NVTI is currently in the second option year, or third year of the contract, of the five years, leaving two years on the contract as of September 1st.

NVTI provides mostly state workforce agency training, training to DVOPS and LVERs, as well as American Job Center staff, as well as training the VETS Federal staff, the 210 national office, regional office, and state staff. The program has been operated by the University of Colorado since inception, having been awarded the five-year contract every year, and the University works with a private hotel and conference center to hold the classes.

NVTI includes both classroom and distance learning opportunities, with the bulk bring classroom. The online classes are available to the public.

Contract staff includes management administration, an executive director, accounting and finance functions, and instruction and curriculum development, as well as a travel, logistics, and coordination function. The staff typically works with subject matter experts to develop and provide the curriculum, and they arrange the travel for DVOPS and LVERs, who are treated as Federal travelers for purposes of bringing them to NVTI.

The majority of NVTI's onsite training is the three core classes offered to DVOPS and LVERs, who make up most of the participants. P.L. 111-275 mandates that DVOPS and LVERs take training within 18 months of their hire date, and the VOW Act requires them to pass a post-training knowledge test before they can continue

work. Ninety-eight percent pass on the first attempt.

There are about 880 participants annually taking the three core classes: facilitating veteran employment, taken by both DVOPS and LVERs; intensive services, taken by DVOPS; and employer outreach, taken by LVERs.

**Mr. Johnson** referred the group to their handout which covers the core competencies of each class. The classes have recently been redesigned to match JVSG refocusing. The DVOP class is called intensive services because it is the most important and largest part of the DVOPS job. The LVER class is called employer outreach because that is their sole focus statutorily.

Each class is four days long. The participants travel on Monday, attend classes Tuesday through Friday, and on Thursday night take the knowledge test. On Friday, they review what they've learned and have the opportunity to take the test a second time if they did not pass on the first try. Of the 2 percent of participants who need to take the test a second time, all have passed on the second attempt.

JVSG travel is arranged by NVTI. Airfare is paid through the JVSG appropriation, the same appropriate that pays staff salaries of SWA employees and state workforce agency employees. Meals and lodging is paid for through the NVTI contract.

In addition to classroom instruction, there are online courses that are available to the general public, in addition to DVOPS, LVERs, and VETS staff. The classes include orientation to veterans services, providing an overview of services available to veterans through the V.A. and other Federal agencies; USERRA 101 and 102, referring to the Uniformed Service Employment Right and Reemployment Act, for USERRA investigators; and a new course on Federal hiring to assist DVOPS and LVERs in better understanding Federal hiring and guiding veterans into Federal jobs.

Additionally, there is a course on preparing veterans for meaningful careers, an overview for all AJC employees in Wagner-Peyser employment services, Workforce Investment Act training programs, and the Jobs For Veterans state grant employees, offering training on working with and assisting veterans through core services such as

preparing a resume, overcoming barriers to employment, and getting veterans into meaningful careers.

Additionally, there are classes for Federal staff in advanced grants management and competitive grants management which cover management of grants to nonprofits and private businesses.

Other classroom training opportunities include a USERRA 10-day course for investigators, where they receive very specific and specialized investigative techniques, and a leadership class that could be considered a fourth core class, available for state workforce agency leaders, designed to instruct them on how to manage the JVSG program, the Wagner-Peyser program, and best serve veterans from a leadership role.

Another classroom course trains Federal staff in the Veterans Employment Opportunities Act (VEOA).

**Mr. Johnson** concluded his presentation and made himself available for questions.

**Mr. Haynie** pointed out that **Mr. Johnson's** briefing had been requested by the subcommittee on which **Mr. Haynie** serves. He asked **Mr. Johnson** to discuss some of the traps people can fall into when talking about what it's like to work with veterans and how generalizations sometimes get people into trouble, noting that data suggests they need to know what it's like to work with young female veterans, veterans with disabilities, and Native American vets, because there are nuances in the challenges they face in making the transition from military service to civilian life.

**Mr. Johnson** was asked to talk about the extent to which the curriculum and the training actually gets into those nuanced differences and provides specific and focused training relative to some of the unique barriers, challenges, and opportunities represented by these specific cohorts within the veteran population.

**Mr. Johnson** noted his belief that NVTI does a really good job with a lot of those types of nuances, and mentioned that he has been taking the Preparing Veterans for Meaningful Careers online course, which is sort of a jumping off point for taking the DVOPS and LVER courses.

He noted that there are a lot of nuances when it comes to the disabled veteran population in terms of understanding someone who may not just have a physical disability that may be obvious but also mental barriers or a need for additional services.

He pointed out that there are all kinds of techniques in drawing that out and understanding it and referring them to additional services before they may even need workforce help, such as getting them to a V.A. regional center.

He referred to appropriate language in getting DVOPS and LVERs to understand that women are a growing part of the veteran population, and how to properly serve them.

From his experience, **Mr. Johnson** said, many DVOPS and LVERs are from an older population, many are older veterans, and there is a lot of classroom discussion on understanding the growing women population and the younger population. Post-9/11 veterans need to be communicated with in more of a social media way, a more computer-based skills training way. He cited his belief that NVTI does a good job at getting at how you communicate with those types of populations.

**Mr. Johnson** pointed out that there is probably more work to be done. He said the great thing about NVTI is that it's contracted, so they can make any improvements the committee thinks are appropriate. He also suggested the committee members could take the training themselves to help determine if improvements are warranted. But **Mr. Johnson** believes NVTI is doing a good job, and that the curriculum and training is there to address this concern.

**Mr. Haynie** followed up, addressing an issue perhaps appropriate for those on the Outreach Subcommittee, and asked **Mr. Johnson** to talk a little bit about the extent to which those same kinds of nuances are integrated into the training provided to the teams that are doing employer outreach.

Additionally, **Mr. Haynie**, pointed out that studies and data show there are issues like mental health state, etcetera, that are impacting hiring decisions. He asked **Mr. Johnson** how well positioned representatives are to blunt those kinds of stigmas in the context of the outreach they do.

**Mr. Johnson** said the LVERs are very well positioned and that it's something that is handled in the employer outreach, properly advocating for veterans and dispelling some of the myths with issues such as battle trauma, head trauma, underlying significant barriers to employment or misconceptions employers might have of veterans.

He pointed out, however, that he was unable to speak to the other side of the American Job Center house, which is the business services team. He noted there are two sides to the American Jobs Center, the JVSG side, which NVTI administers and which includes the LVER for employer outreach. There is also the Wagner-Peyser WIA side, which has the business services team, which is similar but is advocating for all American workers, not just veterans.

It is made clear in the training that it is the LVER's responsibility to work with the business services team to be an advocate for veteran hiring, but that is not happening everywhere and is sometimes siloed. Sometimes an LVER goes out to talk to an employer and the next day the business service team goes out and talks to the same employer, so the employer wonders why he's hearing the same pitch twice. **Mr. Johnson** pointed out that is a coordination problem that needs to happen at the state level and trickle down to the local AJC.

So, while he thinks the LVERs are very well positioned to advocate for veterans in the current environment, he doesn't know if the message is always being translated to the business services team on the Wagner-Peyser side, and he believes more could be done there. He also suggested that NVTI can train AJC staff on the business services side, on the direct service to participants side, noting a 20-percent limit for non-JVSG staff in the classes they offer. The opportunity is open for states to send AJC staff to NVTI training.

**Mr. Simoneau** added that a lot of states have diminished the number of LVERs and gone to more DVOPS. When a state gets a JVSG grant, they decide how many DVOPS and how many LVERs there will be, so it could be all DVOPS or all LVERs, and because of the refocus effort on the JVSG grant, most states have increased the number of DVOPS and decreased the number of LVERs. That puts a stronger focus on the rest

of the workforce system that's doing the outreach to be doing outreach on behalf of veterans.

He added that the leadership or implementation of the VETS services is more crucial than ever on this because it is talking about that other part of the system to be doing the training.

In addition,, when LVERs and DVOPS go to the training, they get the mindset on how to do things and then go back to their place of business and it's the same old, same old, with supervisors and managers, so it's important that the leadership is getting that training and getting that same mindset in terms of what should be done on behalf of service members.

**Mr. Gallucci** asked whether the core training for facilitating better employment, intensive services, and employer outreach is conducted only onsite at NVTI and that the distance learning opportunities are what **Mr. Johnson** spoke about at the end of his presentation. **Mr. Johnson** confirmed that's correct.

**Mr. Gallucci** said the Transition Subcommittee was curious about what the curriculum actually looks like and asked if **Mr. Johnson** could provide that. **Mr. Haynie** he thought that would be helpful and useful for a lot of different purposes, because this is the front line, the boots on the ground, so it would be nice to really understand whether all the bases are covered or where there may be gaps so they can offer suggestions.

**Mr. Gallucci** asked if the online courses on preparing veterans for meaningful careers is something VETS could make available to members of the committee so they can participate, as well. **Mr. Johnson** said it's literally open to the public, so anyone can take it.

**Mr. Simoneau** noted the LVERs are on the front line and the military services are engaging with employers, along with the V.A., and often hitting the same employers. **Mr. Haynie** agreed there is a need for continuity of messaging.

**Mr. Haynie** asked about incentives and **Mr. Eversole** asked about metrics to measure performance. **Mr. Simoneau** said all of the DOL employment and training programs are required to provide priority servicing, which is not an incentive but a requirement, but that there

aren't any metrics right now. However, the Workforce Innovation and Opportunity Act (WIA) requires DOL to develop performance measures.

**Mr. Camilli** noted they are producing data on veterans employment and observed the numbers from June 2013 to June 2104 look good. **Mr. Johnson** said the 24-month data is statistically significant, as opposed to the monthly data, which is not, and that the overall sample size is small. Every August, however, they over-sample veterans in their monthly survey, making the data more reliable.

After a break, **Mr. Haynie** announced the committee would proceed with discussions related to the individual subcommittees, and framed the discussion by encouraging the committee to consider which recommendations will have the biggest impact based on the members' expertise and include perhaps five recommendations in their report. He suggested it should be assumed that the recommendations of the subcommittees will be included, and they should be prepared at the last meeting of the committee to focus on strategic bridges they can build between the recommendations.

**Mr. Camilli** suggested it would be a good idea to provide members of the committee with a copy of the enabling legislation that authorized the committee to help ensure they address everything required in their final report.

#### OUTREACH SUBCOMMITTEE BRIEFING AND DISCUSSION

**Mr. Eversole** began the discussion by explaining that the Outreach Subcommittee was focused on improving Federal outreach, development of performance measures, and doing a better job of reaching out to small and medium-size businesses. A critical sub-component, he said, was defining outreach and unifying it across the various Federal agencies so the messaging is consistent. There was discussion of forming a task force to help guide the consolidation process and integrate Federal outreach efforts.

**Secretary Coy** suggested focusing on what the message is and how to implement the outreach of the message. **Mr. Eversole** agreed and added that you have to make sure what you're

doing is effective and referred to the notion of performance measures mentioned by **Mr. Kelly**.

**Mr. Quam** noted that all of the subcommittees had been talking about metrics.

**Ms. Bilmes** asked whether the measurement issue was focused on the recipients of the message or whether the message is being understood, because she senses there is a lot of confusion about what DOL does. She described a project done by some of her students that found people have an inaccurate view of what services are available for veterans.

**Mr. Haynie** pointed out the need to acknowledge that they are messaging to inherently different stakeholder groups, such as big business versus small business. He also noted that research shows female veterans are less likely than males to take advantage of supportive services. He suggested the need for balance in terms of a generalizable message and the need to reach a diverse community. **Mr. Eversole** suggested the need to help employers understand that they should hire veterans because they will be valuable employees, rather than just hiring them because they're veterans.

In response to a question from **Ms. Bilmes, Mr. Quam** described how the subcommittee approaches its work, explaining they threw everything on the table and then came back and asked the core mission question, developing key buckets and then building information in support of them. Part of their problem, he noted, is that outreach can be anything and they struggled to narrow it down to just three buckets. But, he noted, they have another year to complete their work, so they are focusing on the top-line items and will build off of that.

Following up on an issue brought up by **Mr. Gallucci** about LVERs, **Mr. Eversole** suggested it might be a good idea to do some advertising to bring attention to what the LVERs do, but again emphasized the need for effective messaging. In response, **Mr. Haynie** suggested that part of the reason employers don't seek out the LVERs is because of the lack of outreach to small

and medium-size businesses. **Mr. Eversole** noted the need for metrics to determine how many small and medium-size companies they should be reaching out to.

**Mr. Quam** expressed agreement and noted that the National Federation of Small Businesses (NFIB) had been asked to help find an example of a medium-size business who has been successful in reaching out to veterans so they can begin sharing best practices. **Secretary Coy** pointed out the need to address small employers' specific needs in terms of the skill set they seek, which makes their hiring practices different from that of a large company.

**Mr. Eversole** pointed to USAA as an example of a large company who encourages its supply chain, small and medium-size businesses, to hire veterans as a condition of doing business. He concluded his report, and **Mr. Haynie** made the next presentation.

#### FOCUSED POPULATIONS SUBCOMMITTEE BRIEFING AND DISCUSSION

**Mr. Haynie** described the three focus populations the subcommittee is looking at: veterans with disabilities, female veterans and female transition service members, and Native American veterans. He reiterated the need for data, and then asked **Mr. Burke** to talk about Native American veterans.

**Mr. Burke** explained that there is data available on Native Americans from the Bureau of Labor Statistics (BLS), because the Bureau of Indian Affairs (BIA) has found that it doesn't get good compliance with their requests for data from the tribes, because tribes often don't have the resources to comply with the requests.

From research of Census data, **Mr. Burke** said he had found that 66 percent of Native American veterans do not live on tribal land. **Ms. Bilmes** noted the difficulties in obtaining an accurate Census count on tribal land, including cultural issues, and that her understanding is the highest percentage of any group in the United States that served in the military is among Native Americans.

**Mr. Simoneau** pointed out that for the workforce system to reach out to Native Americans on reservations, they need to take into account the sovereign nation issue. The discussion then turned to the issue of female veterans, and **Mr. Haynie** noted that data show that a female veteran is 89-percent more likely to be unemployed than a non-female veteran of the same age. He then turned to **Ms. Bilmes** for her input.

She noted that it is well known that women veterans have higher levels of almost every bad thing you can measure, including divorce, depression, unemployment, homelessness, chronic medical problems, and V.A. medical utilization, when compared with male veterans, as well as higher levels of substance abuse and suicide when compared with non-veteran women.

Women veterans are, on average, younger than male veterans, more racially diverse, come from a slightly lower socioeconomic cohort, are more likely to be single parents and less likely to be from a military family, which adds up to a very different transition environment for them.

**Mr. Haynie** again underscored the need for data, and said they would be providing a set of recommendations focused on the data, and again pointed out the importance of outreach, noting again that women are less likely to seek supportive services, whether it's veterans services or campus services for college students, and that's a barrier that needs to be overcome.

**Ms. Bilmes** cited a survey conducted by one of her students that showed that women veterans have a strong interest in service jobs, something that is also true for male veterans but seems to be an overwhelming impediment for women. **Mr. Boswell** noted that both male and female veterans come into the military to connect to a mission, purpose, and organization that provides them with more than just a job.

**Secretary Coy** then introduced Jack Kammerer, the director of Vocational Rehabilitation and Employment for wounded

warriors and disabled veterans, serving approximately 135,000 clients across the country and over 1,000 E.R. counselors.

**Mr. Haynie** spoke about some very good data he had seen at one time, produced by a DOD analyst in conjunction with a DOL analyst who matched unemployment claim data to military service records. It showed that 70 percent of veterans filing unemployment claims came from three military MOS's -- combat infantry, transporters, and combat medics -- and 75 percent were from three enlisted ranks -- E-3s, E-4s, and E-5s.

He then shared an experience of being approached by the administrator of the Small Business Administration (SBA), Karen Mills, with a request to develop a self-employment training program for female veterans. Arguing against it, he said he would not train a woman to be a business owner any differently than he would train a man, but the program was developed. He observed the women who showed up for the event getting emotional, and upon inquiring, he learned they did not feel welcome at a typical veterans-focused event because so few women attend. They said they didn't feel safe.

They did 10 of the training sessions, with more than 1,000 women, and he came to understand the social and cultural challenges facing women veterans and that serving them is fundamentally different. Women veterans who are homeless are less likely to go to a shelter, for instance. Further, because of the lack of data, it is not necessarily known where they reside.

He tied back to the double-edged sword of the messaging conversation and outreach and the idea of developing a generalizable message and creating the open door to the network of services available.

He went on to suggest that part of the Transition Assistance Program (TAP) should be gender-specific and that there also needs to be a process to segregate all veterans, putting them a situation where they feel comfortable.

**Mr. Gallucci** suggested collaboration between the

Transitions Subcommittee and the Focused Populations Subcommittee to address the needs of female veterans in TAP.

Following a break for lunch, **Mr. Gallucci** made a presentation.

#### TRANSITION SUBCOMMITTEE BRIEFING AND DISCUSSION

After the introduction of members of the subcommittee, **Mr. Gallucci** described the briefings they had received on the joint agency implementation of the new TAP program, DOL's implementation of its off-base TAP pilot program, the Department of Labor and DOD data sharing agreement, and JVSG refocusing.

In terms of TAP, there have been 130,000 module completions by approximately 45,000 service members, noting that Navy participation is only about 9 percent. Eighty-seven percent of participants have been enlisted; 67 percent have had fewer than 10 years of service; 85 percent rated the training as beneficial; and 84 percent plan to revisit resources after separation, highlighting the need for access to post-separation Transition Assistance Program resources. Eighty-nine percent rated the track curricula as helpful, and 80 percent rated their individual transition plans as beneficial.

**Mr. Gallucci** noted that the TAP curriculum is available to the public.

Again, the need for data was addressed, with an interest in tracking access to the resources to find out whether participants are following up and using the online curriculum modules.

**Mr. Haynie** pointed out that it would be helpful for veterans who transitioned two or three years ago to know they can access the TAP curriculum and that VETS should be delivering that message.

**Mr. Gallucci** then provided the committee with a demonstration of how the modules may be accessed and pointed out a need for more intuitive navigation so the modules can be used as a reference guide.

**Ms. Bilmes** and **Mr. Gallucci** discussed that many

veterans don't realize the value of TAP until after they have separated from service.

There was discussion of whether having a log-in system to help track participants would be useful, as well as technical challenges involved with a virtual curriculum.

**Mr. Boswell** suggested it would be helpful for the committee, in terms of making a recommendation, if the modules could be provided as reference material that is more easily accessible and might include parts of DOL's Employment Workshop, among others, offering excerpts of the longer modules to make it easier for users to find what they're looking for.

He added a second recommendation on the need to be sensitive regarding the use of login and demographic information. **Mr. Eversole** noted that it is not necessary to require the participant's name in order to collect data on users.

**Mr. Gallucci** inquired whether knowledge of the availability of TAP modules is integrated into WIOP staff training so they can make veterans aware that the modules can be easily accessed. **Mr. Haynie** added that such knowledge would be useful to others who work with veterans, such as community college counselors.

In response to a question from **Mr. Eversole, Mr. Boswell** described the modules as highly interactive, and added, in response to a question from **Ms. Bilmes** that there is not a search feature to help users find specific parts of the modules they might want to access. **Ms. Bilmes** suggested there are about 20 keywords such as "interview" and "resume" that could be helpful.

**Mr. Gallucci** continued with his presentation, moving to a briefing received relating to the on-base TAP program. A two-year pilot program to deliver TAP in community settings has been in operation since January 2013 in Georgia, West Virginia, and the State of Washington, with a goal of hosting 15 workshops.

To date, 20 workshops have been held, with plans for 3 more in West Virginia, with a total of 225 participants, averaging 12 veterans per module.

The training is conducted by experienced facilitators and the curriculum is slightly modified to take into consideration the audience to which they're speaking.

**Mr. Gallucci** suggested the apparent success of the program tends to reinforce the need for post-service availability of TAP resources. He added that transition points can occur for a veteran other than at the end of his military career, with long-term unemployment leading to homelessness or service-connected disabilities becoming worse over the years.

**Mr. Haynie** mentioned that his team designed the entrepreneur track of TAP, called Boots to Business, and that program is now offered off-base, as well. He went to describe a new initiative with the SBA and the White House called Reboot to Business, the same program offered as a two-day program on base and an eight-week online program. Demand by participants has been better than they had hoped. He said his subcommittee might recommend an expansion of the pilot.

In response to an inquiry by **Mr. Boswell, Mr. Haynie** said veterans have to sign up for the program, with **Mr. Gallucci** adding that there is a voluntary participant survey, enabling them to capture data, and the AJC system will provide participants a code, with a goal to track employment retention and average earnings.

In addition, **Mr. Gallucci** noted that the program expires in January 2015, and they could lose the program permanently if it expires without extending or expanding it while they wait for data. **Mr. Camilli** said they had required a mod to the contract asking that the focus of the program be changed to be more veteran-specific, rather than transitioning service members, meaning a more mature audience with different concerns.

**Mr. Haynie** asked if the AJC staff could be trained to

deliver the curriculum to make it more scaleable, efficient, and cost-effective. **Mr. Gallucci** said DOL has indicated they rely heavily on state workforce agencies and worked extensively with the West Virginia National Guard. **Mr. Haynie** added the possibility of a public/private partnership with community colleges.

**Mr. Gallucci** said his subcommittee would want to recommend extending the pilot program to sites that have demonstrated high veteran unemployment and, pending data, recommend making it a permanent program.

**Mr. Camilli** noted that the VOW Act mandated that delivery of TAP be centralized and standardized, which could complicate an off-base TAP program. **Mr. Haynie** pointed out that the VOW Act is focused on transitioning service members whereas the SBA Reboot to Business focuses on non-transitioning service members that missed out on the redesign of TAP, working through their SBDC network, training them on the standardized, centralized curriculum.

**Mr. Gallucci** moved on to discuss a briefing received by the subcommittee on DOD/DOL information sharing, formally known as the Veterans Data Exchange System, noting that an agreement has been finalized, with a launch date of September 30, 2014, for DOD to begin sharing 30 types of data with DOL. DOL will analyze the data for transitioning service members on a variety of demographics: service branch, MOS, family makeup, geography, etcetera. DOL envisions using the data to better inform the AJC community on transitioning needs of veterans.

The next topic was effectiveness of the JVSG grant program, discussed earlier in the meeting, noting that states have to be in compliance with the JVSG refocusing as of July 1, 2014, and are in the process of submitting JVSG grant proposals reflecting the new requirements. Granular data on JVSG salaries is not available, and the subcommittee requested state-by-state attrition data. **Mr. Simoneau** noted that NVTI has good state-by-state attrition data.

Trends in new work proposals reflecting changes in JVSG refocusing has led to states moving away from the LVER model and converting their JVSG grant recipients to DVOPS. **Mr. Gallucci** suggested the need to find out about concerns among JVC grant recipients about how they're able to deliver services to veterans and possible ACVETEO outreach to state workforce agencies.

**Mr. Gallucci** suggested the subcommittee might look at the veteran hiring tax credit possibly being converted to a payroll tax credit. Another area of interest is skills training or the skills gap. **Mr. Gallucci** reiterated possible collaboration between the Transition Subcommittee and the Focused Populations Subcommittee.

In response to a comment by **Mr. Haynie, Mr. Boswell** noted the TAP curriculum is undergoing its third major revision in two years, to be launched in late September, to ensure it includes current and valid information and techniques.

**Mr. Haynie** moved on to discussion of the committee's report to Congress.

#### DISCUSSION AND WORK ON FY14 REPORT

It was noted that there had been discussion of the report earlier in the meeting but **Mr. Haynie** reiterated the goal for the committee to come to the next meeting with a set of recommendations from each subcommittee. The committee will be provided with an example of a report from a similar Federal advisory committee that **Mr. Haynie** believes is a good model to frame the recommendations. At the next meeting, the subcommittees will present recommendations and the committee will fill in logical bridges between those recommendations and conduct a brainstorming session to identify overlaps and gaps, with the goal of strategically framing all of the committee's recommendations holistically.

In response to **Ms. Bilmes'** question, **Mr. Camilli** said the report is due to both the House and Senate committees on veterans affairs, as well as the Secretary, on December 31st.

There was discussion regarding the logistics of the next

meeting and whether it should be a one-day or two-day event, and **Mr. Camilli** suggested the subcommittees might want to meet prior to the next committee meeting. He also discussed the requirement that Federal advisory committees conduct discussions and deliberations in public, but added that discussions about changes in the draft of the report need not be done in public.

Following a break, **Mr. Camilli** introduced **COL Steve Parker** to speak about the White House's Joining Forces Initiative.

#### DISCUSSION WITH WHITE HOUSE JOINING FORCES INITIATIVE

**COL Parker** thanked the committee for inviting him and noted that he had not been aware that advice on how to help veterans with training and employment was being sought in such an organized way.

Among some of the things he has learned in his two months with the Joining Forces Initiative is that education and wellness are pathways to employment. He described wellness in terms of not just physical or mental but also environmental and financial. In the fourth year of Joining Forces, they will be looking at education, wellness, and employment but also keeping the job, perhaps a career-producing job, and achieving stability.

He described veterans as wanting to reintegrate and readjust well into communities and forms of employment, as well as into life, in a way that allows them to continue doing what is important to them, as well as to the country, which is to have a stable life and take part in a community setting where they can do the things they aspire to do, to serve.

Joining Forces began three years ago as an opportunity to service, something that has not changed, both those wearing the uniform and those who have taken the uniform off, being productive members of the community, giving back in ways that are tangible both in terms of employment and also in building communities and benefiting the country.

Not only are veterans great people to have work in companies but also great people to have living in communities.

The two aspects go hand in hand, and will work best by continuing the discussion of health and wellness, stability, and making people more productive as employees and neighbors.

Part of the wellness equation, said **COL Parker**, is not only knowing what the problem is but also where the solutions exist. He discussed community-centric networks anchored by veteran-serving organizations, military-serving organizations, by the Guard and Reserve, by city and county governments, welcoming veterans and their families into the community and do something beyond say thank you for your service, asking how are you doing today, and let them know about services and that they should not be shy about plugging in, because those services are there to help them. Another aspect of the community-centric approach is inspiring the next generation to serve, both in uniform and out.

**COL Parker** went on to discuss an event where the First Lady was talking with the National Alliance to End Homelessness, focusing on veteran homelessness, and noted that veteran homelessness is a defineable problem. Approximately 58,000 veterans living in some stage of homelessness across the United States. Federal resources are in place in the states and regions where these veterans are, and the task is to get state and local agencies equipped and capable. There are also nonprofit and non-governmental organizations on the ground, helping provide solutions. He noted the idea of public/private partnerships and the Federal, state, and municipal role.

He went on to talk about how clearly identifying the problem and where the resources are and what the solutions are helps solve some of the longstanding problems. For Joining Forces, veteran homelessness represents one of those longstanding problems and they think they're at the point now where they can actually say they're going to solve it.

On June 4th, the First Lady challenged 82 mayors to end veterans homelessness by the end of 2015, and the number has grown to 182 mayors, county officials, and 4 governors who have

signed onto the challenge.

So, veteran homelessness is an example of a solveable problem and within the labor field there are probably some solveable problems with the vulnerable populations of women's veterans and veterans who are wounded, ill, or injured. They are some defineable populations with defineable problems.

**COL Parker** expressed the need for advice and feedback from committee members on how to best get after some of these solveable problems and how best to use the assets of Joining Forces, which is a megaphone, a call to action, and the ability to amplify best practices, and pursue what we know works to solve a problem that's been going on for far too long.

It's the right moment to get it done, **COL Parker** said, and it's not about who is in the White House but about the people in the communities who should be served by the White House.

He then expressed an interest in having a conversation with the committee about what Joining Forces could, should, or ought to be differently, or more of.

**Mr. Haynie** thanked **COL Parker** for his presentation and described the mission of the committee to make recommendations and suggest courses of action and policy that is best positioned to advance the vocational employment situation of vets, working toward the report they are required to prepare for the Secretary and for Congress.

**Mr. Haynie** said he was pleased to hear about the spotlight on communities as a way to institutionalize the focus on these issues, engaging with communities at the local level, with mayors, counties, etcetera. He went on to note the efforts on marshalling the resources of large companies but that we haven't taken advantage of small and medium-size businesses.

He expressed interest in how the focus on communities can dovetail with a focus on engaging beyond government, beyond not-for-profits, on the small and medium-size businesses in communities, because they have largely been left out of a lot of

the conversations. They are not the ones getting invitations to Joining Forces events at the White House, but 60 percent of all new hires are happening at small and medium-size businesses.

**COL Parker** said there is a recognition that those are the places where jobs are growing and also that veterans are starting their own businesses and creating jobs, so it's an issue of supporting entrepreneurship and involved education and access to capital. They plan to work with the National Economic Council on ways to encourage entrepreneurship, create environments where successful veteran entrepreneurs are able to mentor and provide advice, and also encouraging banks, businesses, venture capitalists and others to create opportunities to access capital.

He went on to note that the core competency of Joining Forces is bringing people together, and that's the way to help small and mid-size businesses, focusing on sector commitments and less on large company commitments. They're looking for where the hot jobs and opportunities are, such as the health sector or high-tech, where there are small and medium-size businesses.

He said they want to work with trade organizations or other entities that represent the sectors to help marshal small and mid-sized businesses and bring them to the table to create a substantial and sizeable commitment, encouraging them to join forces and work with people who would normally be competitors, in an effort to improve a civic asset that will pay dividends for the companies and the country. He said they are open to feedback on the idea.

**Mr. Simoneau** brought up the notion of employer commitment, a major focus for Joining Forces, and pointed out that the Chamber Foundation has commitments, as well as states, and asked whether there is any coordination of those commitments. He also noted the difficulties with tracking commitments across different organizations, structures, and levels of government.

**COL Parker** referred to a number published in the spring showing commitments at Fort Campbell had yielded over 540,000 new hires, but there had been a commitment for well over a million. He spoke of the balance between bean counting and moving the needle on veterans unemployment. The call to action was on hiring veterans because the value proposition is there. Companies stepped up and answered that call.

He discussed the Veterans Employment Center (VEC), which is an online tool that allows a virtual meeting place for job seekers and companies that want to make a commitment or post jobs and hire veterans. **COL Parker** described it as a game-changer allowing for the tracking of hiring and whether companies are on track. He said they want the VEC to be a beacon showing the good actors on both sides. The job seekers are a validated population and the employers are making commitments and following through on them. When a company makes a commitment on VEC and the hiring numbers are moving, to a veteran who looking for a job, it's obvious what a good actor is and it's also an indicator of companies that have followed through. If a company makes a public commitment to hire 50,000 and only hires 50, it's not good for business or public image.

**Mr. Boswell** noted, in terms of messaging and outreach, there will always be veterans, and companies need to know it makes good business sense forever, not just now, for this short period of time, because we'll always have veterans, as opposed to hiring veterans right now because we have an issue or a challenge or something went wrong.

**Mr. Gallucci** followed up, saying right now there's a large focus on transitioning service members, those ending their time in service right now, but as noted earlier in the meeting, there are other transition points related to military service or veteran status. A service connected disability might be exacerbated or a veteran who went to college after leaving the military may start looking for a job, another transition point.

**COL Parker** agreed, noting that we have ended our

participation in Iraq and Afghanistan, which is producing veterans and people may think it's an anomaly that's gone away. He added the need for being precise in our language, the idea of honoring service and recognizing the sacrifice that goes along with volunteering to serve your country, and that it's a dangerous business. There can be several transition points and it's important to be responsive to where veterans and their families are in which of those transition points.

There is also recognition of a need for employer commitments for part-time jobs for veterans who are taking advantage of the G.I. Bill and are full-time students, and there is a need to be precise in explaining that. It's necessary to explain to employers there is a bump of people reentering civilian life and the job market and consider whether we should do things different now and then expect the numbers to stabilize. **COL Parker** mentioned creating veterans affinity networks within companies, creating a place where they're going to be welcomed and understood and keep pace with the environment, which is continually change.

**Ms. Bilmes** noted a study done by her students that tried to track Federal dollars in three Massachusetts counties and found that there are a lot of dollars for those who have fallen through the cracks, such as the homeless population, the substance abuse population, and the severely disabled population but little money available for those who are in transition, who are trying to find jobs, a place to live, or what kind of benefits they are eligible for, figuring out their budgets, and other elements of transition. There is a big gap there.

She expressed concern that by focusing on "solveable problems," it is like focusing on acute care and not on prevention, pointing out there is a big need for preventing people from falling through the cracks and there are not a lot of resources. There is little cohesion among for-profit and nonprofit companies to address the needs.

**COL Parker** explained they are using solveable problems

as a way to create momentum and also the challenges in navigating the bureaucracy that can limit access to resources, so there is a need to not only close the resource gap but also the access gap. **Ms. Bilmes** agreed that there are often dozens of mechanisms through which money is transferred to the end user.

**COL Parker** spoke about a partnership between HUD and V.A. that has reduced veterans homelessness by 24 percent in the last three years by using a pre-existing program that's been around since the 1990s but was under-utilized because there weren't people in communities to identify the homeless veterans.

Addressing **Ms. Bilmes'** point. **Mr. Haynie** that a lot of the programs are available only to people after they become homeless, and there is a need for financial literacy and transition planning. He expanded on **Ms. Bilmes'** point by noting the extent to which veterans have supportive services available becomes a prevention measure rather than an acute crisis.

Noting that the word "policy" had come up earlier, **COL Parker** made it clear that Joining Forces is not about making policy but about leveraging existing policies, figure out where there are gaps, and inform the people who are making policy. **Mr. Haynie** followed up by pointing out that there are resource providers in the communities who can fill some of the gaps without policy or money, but the bully pulpit at the disposal of **COL Parker** and Joining Forces can marshal those resources if there is an understanding of where the gaps are.

**Mr. Gallucci** pointed out that a veteran is only eligible for the homeless veterans reintegration program once he's homeless. There has been discussion about using resources to intervene before a veteran becomes homeless. **COL Parker** the DOD financial readiness roundtable that is looking at ways to impact financial literacy throughout the course of military service and during transition to help people in knowing how to take care of themselves, manage their money, and support their families.

Joining Forces is also working with the Consumer Financial Protection Bureau, and McGraw Hill Financial is taking the lead in creating a financial readiness roadmap. The transition points discussed by the committee are off-ramps on that roadmap and there is recognition that some people will be ending their military service sooner than they may have expected because of efforts to reduce the military.

**Mr. Boswell** noted that synergy comes from two people talking about one idea, identify other common things they can work on, then bringing additional resources in to create something greater than themselves. By focusing attention in communities and states on a topic, you motivate communities to come together.

**Mr. Haynie** formally thanked **COL Parker** for attending.

No member of the public made comments.

The meeting was adjourned at 4:00 p.m.